

New Hampshire Department of Safety

Division of Fire Standards and Training & Emergency Medical Services



Strategic Plan 2020-2025

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EXECUTIVE SUMMARY



Director Deborah Pendergast

Our vision is to be the recognized leader in fire training and emergency medical services, respected by our stakeholders for anticipating and responding to their ever-changing needs while maintaining exceptional customer service.

Message from the Director

As we begin 2020, we are pleased to share our Division-wide, five year Strategic Plan. The Senior Staff, along with input from multiple stakeholder groups, surveys and Division employees, helped to create our goals and vision for the near future. The development process, which included national informational trends, as well as local relevant feedback helped to shape this Plan and develop goals to guide our Division forward for the next five years.

The concept behind our Plan is rooted in customer service, both internal and external. We will move forward with a strong focus on achieving and documenting outcomes, services and products, which will result in increased responder safety and health, along with support services, premier training, and educational opportunities to ultimately save lives and property. During the planning process, a few themes became evident:

- ✓ The need for a diverse range of not only course content and topic, but course delivery methods
- ✓ The need to provide quality and relevant certification course materials by credible and knowledgeable instructors
- ✓ The need to capture and provide data and then COMMUNICATE that data to our partner groups, stakeholders and customers
- ✓ The need to remain sharply focused on the culture of our staff as well as professional development and other support services needs

As this Plan came together, we realized the importance of a strong Vision Statement to help guide our everyday decision making to meet the needs of our partners and employees. This Plan includes a newly developed vision statement to help keep us accountable to high standards and exceptional customer service.

We are eager to continue our important mission, but also to begin a newly focused path forward. I encourage you to continue to provide feedback and insight; your opinion and perspective is extremely important to us as we work toward achieving the goals in this Plan. Our top priority will always remain the safety, education and support of New Hampshire's Firefighters and EMS personnel. We appreciate your partnership and support and look forward to our collective efforts in preparing our current and future responders to safely and effectively serve their communities.

Director Deborah A. Pendergast

“YOUR Fire and EMS Academy at YOUR service”

INTRODUCTION

This document is the State of New Hampshire, Department of Safety, Division of Fire Standards and Training and Emergency Medical Services (hereafter, “the Division”) Strategic Plan for 2020-2025 (hereafter, “the Plan”).

This is part of the cyclical process by which the Division integrates feedback, lessons-learned, and best practices into operations, long-term planning, and system changes in a managed, coherent, and effective manner.

This Plan includes feedback from a number of organizations on how the Division can improve its services to its customers and citizens. “Customers” are identified as Internal Customers – personnel, students, staff; External customers – other state, local, and/or federal agencies, contractors, partners, and private entities; and citizens.

Measuring Success

The Balanced Scorecard approach known as BASIS (**B**alanced **S**corecard **I**nitiative at **S**afety) will be one method used to monitor progress. Key performance indicators (KPIs) are in the process of being developed and monitored throughout the Department of Safety. These indicators or metrics allow Management and leadership to focus on the big picture and progress made toward strategic and operational goals.

Division

The Division is part of the Department of Safety and is responsible for training, educating, and certifying emergency responders and licensing emergency medical providers, Transporting and Non-transporting Units (ambulance services), Emergency Medical Service (EMS) Instructors, and vehicles. It is comprised of three separate Bureaus and a Strategic Section. The Bureaus’ focus on daily operations while the Strategic Section focuses on long-term planning, specific initiatives, public information, emergency management, grants, and compliance. The Division’s structure and responsibilities are outlined in State Law RSA 21-P:12-a, 21-P:12-b, and 153-A and generally include:

- develop, establish, and administer professional training programs relevant to fire, rescue, emergency medical services, research, and the administration and management of Departments and Units;
- provide facilities and equipment to support instructional programs;
- licensing Units (ambulance services), providers, vehicles, Instructors, and inspections;
- compliance investigations; and
- managing the electronic EMS patient care reporting software.

Boards and Commission

The Division works collaboratively with three (3) Emergency Medical Services boards and a Fire Commission, each established by law with specific duties, to meet our mission and the needs of the system. Their membership includes system-wide stakeholders.

One Board focuses on firefighter training and certification, while the other three focus on emergency medical system coordination and EMS protocols. The four Boards include the Fire Standards and Training Commission (FSTC), Emergency Medical and Trauma Services Coordinating Board (CB), Emergency Medical Services Medical Control Board (MCB), and Trauma Medical Review Committee (TMRC).

Accomplishments

Between 2016 to 2018 the Division embarked on a system evaluation and outreach project to gather data on our system from leading experts, stakeholders, and our customers. In 2016 the American College of Surgeons Committee on Trauma, Trauma Systems Evaluation Committee visited New Hampshire and reviewed how our trauma system operated. In 2017, the Division performed statewide outreach and hosted two planning sessions, sent out three surveys that received over 1,200 responses, and held seventeen town hall type meetings around the state with 234 attendees. Finally, in 2018 the National Highway Traffic Safety Administration (NHTSA) Technical Assistance Team came to New Hampshire and reviewed the emergency medical services system. Both the American College of Surgeons and NHTSA provided written reports. Each of these efforts was valuable and provided the Division feedback to improve our services and ultimately form this Plan.

The Division leadership is sensitive to the length of time elapsed since the completion of the outreach program to publishing this Plan, as well as communicating the accomplishments that have occurred since.

In the past 24 months, the Division and stakeholders have accomplished several items specifically identified by our customers during the outreach project.

Below is an overview of the accomplishments made as a direct result of the feedback by our customers during the outreach:

1. Collaborated with State Police Criminal Records section to shorten processing time of the criminal background checks for EMS providers licenses
2. Increased the amount of online education produced by the Division. Several new programs are posted on the Online Learning Academy including behavioral health for first responders
3. Implemented a video conferencing system that now has 14 sites statewide enabling students to remotely attend classes versus in-person at a location closer to home rather than needing to travel to our Concord or Bethlehem locations

4. Increased the use of social media and specifically assigned this responsibility to a staff member who has enhanced our use of Facebook, and began using Instagram, Twitter, and LinkedIn
5. Consolidated multiple Division email lists into a single one to avoid duplicate emails
6. Increased use of press releases and bulletins to help with communications
7. Implemented a Candidate Physical Ability Test (CPAT) 'on the go' program to increase pass rates and understanding of the testing requirements
8. Implementing a Master Course Schedule process to ease local scheduling and budgeting
9. At the direction of the Fire Standards and Training Commission (FSTC), the Division began hosting a firefighter curriculum review committee, or Visiting Committee, to review the total number of hours required for Firefighter I & II
10. Collaborated with many stakeholders to implement a state Line of Duty Death benefit for EMS providers performing emergency medical services
11. Scheduled a one-day firefighter skills refresher program to gauge interest in this concept. Ultimately, it was cancelled due to lack of registration
12. Approved by the National Registry of Emergency Medical Technicians to administer the cognitive exam in Concord and Bethlehem, which will decrease travel times and increase availability of exams
13. Implemented an electronic student evaluation project that significantly expanded the number of students requested to fill out an evaluation
14. EMS rules officially adopted, including the ability for EMS I/C's to share the 60% in class requirement
15. Educational Training Agency project is underway, and will include the creation of a State EMS Instructor. Once complete this should reduce EMS course approval duplication, reduce barriers to EMS instruction, and increase the number of EMS Instructors
16. Check and Inject Program for Epinephrine published and protocol changed
17. New Hampshire enacted legislation to join the EMS Interstate Licensure Compact
18. EMS licensure challenge process for medical professionals, such as nurses and physicians, etc. was completed
19. Implementing a statewide National Fire Incident Reporting System (NFIRS) that will integrate with the existing EMS reporting system

2020-2025 DIVISION STRATEGIC PLAN

The intent of the strategic planning process is to articulate not only where the Division is going and the actions needed to sustain appropriate services and implement improvements, but also establish metrics to identify how the Division will know when it is successful.

Vision

Our vision is to be the recognized leader in fire training and emergency medical services, respected by our stakeholders for anticipating and responding to their ever-changing needs, while maintaining exceptional customer service.

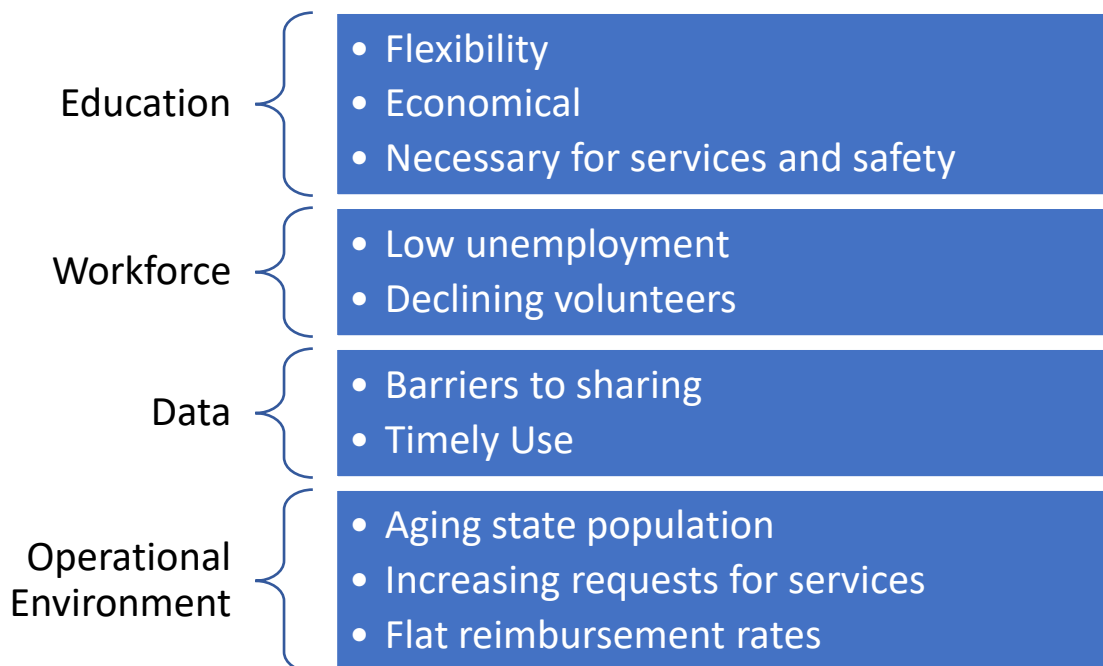
Mission and Values

The Division is committed to training, educating, and certifying emergency and community responders to protect the citizens and visitors of New Hampshire.

The Division values Professionalism, Integrity, and Respect.

Environmental Scan

The system we operate in has become more complex and challenging. The Division understands that needs will always exceed our resources and we will continue to provide high quality services. This Plan is designed to proactively focus available resources on these challenges. The graphic below highlights areas challenging the Division and the first responder system.



Strategic Themes

The strategic themes have been identified by advisory committee members, system customers, stakeholders, Division personnel and leadership. The themes have been organized into major areas where the Division will focus its resources.

Goal 1 - Promote Professional Development and Positive Culture for our Personnel

- We will promote an environment that supports learning, teamwork, communication, and positive morale.

The personnel of the Division are our most valuable resource to ensure public safety. This is accomplished by supporting personal development, as well as creating a positive and open environment. Professional development and a positive culture are defined as providing opportunities for personal growth, enrichment, change and continuous improvement in ways that fulfill the vision, mission, and goals of the Division. Professional development can take many forms including organized training programs, formal education, and independent learning that is focused on supporting our mission.

Goal 2 - Expand Emergency Services Education Opportunities

- We will develop educational programming that meet the needs of our customers and result in a more available and stable workforce.

Personnel are the backbone of any organization providing emergency service response regardless of the model of service delivery. Communities, personnel, and the public expect the emergency services system to evolve to meet their needs in an efficient and competent manner. This ongoing evolution presents a challenge and opportunity for the Division to facilitate change and prepare responders and communities to meet current and future needs with competent and professional responders.

Providing emergency services is inherently dangerous; however, there is much that people and our system can do to anticipate and prevent accidents, injuries, and mortality. Culture determines how and why things are done, and therefore health and safety practices should be woven into all aspects of the emergency services system. While the system and persons are accountable for their activities, they are also responsible for improvements. Proactive approaches to improving health and safety facilitate lasting system and personal change ultimately improving safety and services.

Goal 3 - Enhance Customer Experiences

- We will provide positive and meaningful customer experiences, enhance existing relationships, and examine expanded communication avenues.

Positive and meaningful customer experiences and relationships are vital to our success and are defined by each interaction between our customers and all areas of the Division. Our primary mission is to increase the capability of the emergency services system and this is accomplished by providing customer focused, positive and meaningful services. The Division strives to use best practices in all we do and in every interaction with our customers, external and internal. Our strategy focuses on using resources to deliver services leading to the Division meeting our customers' needs.

Goal 4 - Expand Data Use

- We will develop a strategy to enable efficient use of data.

The demand for high quality data collection and analysis is increasing, as are the demands placed on the emergency services system. The challenge for the Division is to use data we already have, as well as developing relationships to share and receive relevant data our system needs to operate effectively and efficiently.

Goals and Actions Overview

Each of the goals has a set of specific actions that the Division will undertake.

Goal 1: Promote Professional Development and Positive Culture	Goal 2: Expand Educational Opportunities	Goal 3: Enhance Customer Experiences	Goal 4: Expand Data Use
1. Invest in Personal and Professional Development <ul style="list-style-type: none"> Promote positive health, wellness, and culture and provide opportunities to support these topics Promote professional development programs Promote leadership development programs 2. Enhance positive workplace culture <ul style="list-style-type: none"> Determine communications needs of personnel and set strategy Increase engagement with personnel and opportunities for feedback Encourage participation in annual DOS personnel survey 	1. Enhance Emergency Response Personnel Education <ul style="list-style-type: none"> Survey customer education needs Publish semi-annual program delivery calendar Increase distance education programming 	1. Enhance Customer Communication <ul style="list-style-type: none"> Develop Communication Plan to include major focus areas of web site, social media, newsletters, and list serves 2. Increase Understanding of Customer Needs <ul style="list-style-type: none"> Survey customer needs Enhance electronic course evaluations Develop Customer Outreach Plan 3. Integrate Continuous Improvement <ul style="list-style-type: none"> Incorporate LEAN processes Incorporate project management processes 	1. Expand Data Use <ul style="list-style-type: none"> Implement BASIS and operations performance dashboard Identify system data 2. Expand system data sharing <ul style="list-style-type: none"> Determine data sharing needs Develop Data Sharing Plan

Goals and Actions Matrix

Goals & Metrics	Actions	Timeline	Responsible	Status
<p>Goal 1: Promote Professional Development and Positive Culture in our Personnel.</p> <p>We will promote an environment that supports learning, teamwork, communication, and positive morale.</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Number of personal event programs offered • Number of personnel attending personal programs • Number of professional development education programs offered • Number of personnel attending professional development education • Number of leadership education programs offered • Number of personnel attending leadership education programs • Number of opportunities available to personnel to provide input on Division operations • Percentage of Division personnel responding to annual DOS survey 	<ol style="list-style-type: none"> 1. Invest in personal and professional development to improve the quality of work and life <ol style="list-style-type: none"> a. <u>Promote positive health, wellness, and culture and provide opportunities that support these topics</u> b. <u>Promote professional development programs</u> c. <u>Promote leadership development programs</u> 2. Enhance positive workplace culture <ol style="list-style-type: none"> a. <u>Determine communication needs of personnel and set strategy to meet needs</u> b. <u>Increase opportunities for personnel to provide input on Division operations</u> c. <u>Encourage participation in annual DOS personnel survey</u> 			

<p>Goal 2: Expand Emergency Services Education Opportunities.</p> <p>We will develop educational programming that meet the needs of our customers and result in a more available and stable workforce.</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Survey customer educational needs • Publish semi-annual training calendar • Number of courses cancelled • Number of on-line students trained • Number of distance education training hours offered • Number of distance education students trained 	<p>1. Enhance Emergency Response Personnel Education</p> <p>a. <u>Survey customer educational needs.</u></p> <p>b. <u>Publish semi-annual program delivery calendar.</u> Develop semi-annual program calendar based on course requests. (A)</p> <p>c. <u>Increase distance education programming.</u> Work to increase distance education offerings.</p>			
<p>Goal 3: Enhance Customer Experiences.</p> <p>We will provide positive and meaningful customer experiences, enhance existing relationships, and examine expansion of communication avenues.</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Communications Plan published 	<p>1. Enhance Customer Communication</p> <p>a. <u>Determine communication plan and strategy.</u> Develop communications plan that includes major focus areas of our web site, social media, newsletters, and list serves.</p>			

<ul style="list-style-type: none"> • Web Site update completed • End-of-course evaluation score • Customer Outreach Plan implemented • Number of Division implemented LEAN improvements • Average time to process criminal history background checks 	<p>2. Increase Understanding of Customer Needs</p> <p>b. <u>Customer Satisfaction Survey.</u> Conduct customer satisfaction survey.</p> <p>c. <u>Enhance end-of-course evaluations.</u> Conduct end-of-course evaluations to determine customer satisfaction and identify areas for improvement.</p> <p>d. <u>Develop customer outreach plan.</u> Conduct customer outreach to improve understanding of needs and increase communications.</p> <p>3. Integrate Continuous Improvement</p> <p>e. <u>Incorporate LEAN.</u> Examine processes that would benefit from LEAN and perform LEAN process improvement annually.</p> <p>f. <u>Incorporate Project Management.</u> Work to increase use of project management documents and concepts.</p>			
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<p>Goal 4: Expand Data Use</p> <p>We will develop a strategy to enable efficient use of data.</p> <p>Metrics:</p> <ul style="list-style-type: none"> • Division operational data identified and goals established • Data needs identified and prioritized • Data sharing plan completed 	<ol style="list-style-type: none"> 1. Expand Data Use. <ol style="list-style-type: none"> a. <u>Identify System Data.</u> Identify and collect data that reflects system operations and efficiencies to improve emergency services and develop a data use plan. 2. Expand System Data Sharing. <ol style="list-style-type: none"> a. <u>Determine Data Sharing Needs.</u> Work with customers to identify and prioritize data needs, including partners housing data and identify data sharing barriers. b. <u>Develop Data Sharing Plan.</u> Work with identified partners to share data that improves emergency services. 			
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